

MAY 18 1923

The ROYAL

STANDARD

VOLUME EIGHT

NUMBER FIVE

LAVAT APPOINTED SALES MANAGER

Advanced to Important Post May 1st—Began as Salesman in City Less Than Eight Years Ago

With his desk cleared for action W. C. Lavat took up his duties officially as Sales Manager May first. He stepped directly from Metropolitan Manager into the new position without a break, closing up his April business as manager of the New York City Branch with a fine sales report.

The change was made without the slightest upsetting of the regular order of things. The announcement of his appointment brought forth telegrams from all parts of the country congratulating him on his advancement. The branches as a unit expressed their satisfaction over his appointment. He came in quietly and things went on as usual. The pledges of loyal support which he has received indicate that the heartiest and most complete spirit of co-operation exists throughout the entire organization.

Sales Manager Lavat, popularly known as "Capt." is a product of the Royal organization. His rise is an example of what hard work and concentration will produce. He came into the company's employ a little over seven years ago as a salesman. Upon being assigned a territory he set to work, and it is doubtful if there is a man in the business who worked harder than he did. The men who were his associates used to say that the "W" in his name stood for "Work," and his actions vindicated it.

About five years ago he was called into the executive offices and told that he was to proceed to Kansas City and take up the work of directing the destinies of that branch. Mr. Lavat has often said that when the appointment was given him it seemed to open up a great vista before him, and he recognized it as his opportunity. What he did in Kansas City is history.

In the All Star Contest he stood until the last, and is very proud of the diamond studded gold medal he won, as well as the big capital cash prize.

Later he was chosen to act as Assistant Sales Manager in the Western Division. It is tradition in the organization that the Western Division was in first place practically every month during the time he was in charge. While visiting the various branches he made hosts of friends and

proved himself to be very popular. His visits to the various offices were always looked forward to eagerly by the managers and men.

Six months ago he was called to New York to act as temporary manager of the Metropolitan Department

son had asked for relief as a result of almost four years' of constant driving and uninterrupted attention to the detail of the position. He felt that he had earned a rest, and that other interests in which he had participated were demanding more and more of his attention. He resigned

writer in the world today. The enthusiasm of the organization is at a high point. The country as a whole is enjoying greater prosperity than at any time in history. Captain Lavat takes hold of the sales end of the business at a time when big things are anticipated and when big things

WEEKLY COMMISSION PAYMENTS HELPFUL

New Plan Instituted Which Gives Men Four Pay Days in a Month Instead of One

Increase in sales volume naturally produces conditions which make it necessary to devise plans to meet resulting changes and prepare for still greater progress. One of the latest and most important changes which has been brought about by bigger business is in the method of paying commission. The new plan has been hailed with delight by the salesmen, as it permits them to collect all of their commission locally every week instead of having to wait a month as heretofore. The plan will also eliminate the annoyance of drawing accounts, advances against commissions and other troublesome details which have slowed up the cashiers in their work.

Full instructions have been issued by A. E. Davis, General Auditor, for putting the plan into effect beginning with the week of May 5th, when each salesman was paid his commissions for the current week directly from the District Branch where his account is kept. It is expected that the various District Branches will adjust themselves to the change at once, and that the day for closing commission statements will be determined by the local conditions, although "pay day" will be Saturday everywhere in order that all records that must be mailed to the home office may be promptly made.

When a salesman turns in an order which has been approved as to terms, credit extensions and other details, the machine must be billed immediately after delivery. No delay is to be permitted in this particular, and billing will not be held up for any certain day. All sales will be billed immediately upon delivery. At the end of "Commission Week" salesmen will be paid full commission on all open-account sales. In the case of deferred payments or trade acceptance sales, the salesman will be paid his full proportion of the commission in accordance with the company's rules governing this class of business. Where returned sales are involved or other deductions to be accounted for in accordance with company rules, these deductions will be made at the end of each "Commission Week." In order to relieve the cashiers and at the same time give the salesmen the maximum amount of commission, all commissions on merchandise, or due on transferred sales from other branches for sales delivered in his territory, will also appear on his statement and be paid.

It is intended by this plan, that every salesman shall receive a commission check every Saturday, provided, of course, that he has turned in acceptable business which has been delivered and billed. As the District



W. C.
LAVAT
*Sales
Manager*

on account of the illness of the manager. He was later confirmed as Metropolitan Manager and his work there speaks for itself. The increase in sales in the New York City territory was immediate and steady until in

March he gave the company the greatest volume of sales ever produced in any one month in New York, breaking all previous records by great odds.

Former Sales Manager H. J. Clos-

the latter part of April and Mr. Lavat was immediately chosen as his successor. During Mr. Clossen's regime the sales have shown a steady increase and March was the high water mark for domestic sales in the history of the Company.

Sales Manager Lavat comes in at a most propitious time. The progress of the Company is steadily upward and forward. New records have been made and broken. The typewriter itself is unquestionably the best type-

can be done. His past record is the best evidence of what may be expected of him in the future. With the present prosperity, the determination upon the part of every member of the sales organization to be a winner and with Sales Manager Lavat's characteristic energy and foresight, it is safe to say that regardless of the big records that have been made in the past, that the future will set new marks never heard of in the history of the Royal Typewriter Company.

THE ROYAL STANDARD

Cashiers will have to prepare the settlement statements and checks in time for actual delivery on Saturday to the salesmen, the "Commission Week" at each branch will have to terminate on such days of the calendar week as will permit him to do so. When the "Commission Week" ends make no difference after the first week as on each Saturday thereafter, salesmen will be paid in full anyway. Cashiers and managers will arrange the best period on which "Commission Week" should end with respect to local conditions.

This new plan is one that has been thought out most carefully, and has come as the result of a demand on the part of the sales department coupled with the necessity of meeting the conditions brought about by increased business. This also tends to relieve the end of the month rush in the home office, and also relieves the tension in the branches which has always been evident around the tenth when the men were all wondering when the commission checks would come in.

This is without a doubt one of the most acceptable changes that has been made in the conduct of the detail of the business as related to the branches. It affords the salesmen an opportunity to plan better, and to know where they stand every week. It eliminates guessing on their part as to which commission will be paid and which will not. It should have a beneficial effect in further increasing sales as men receiving their checks every week and knowing what they will get, will naturally put on more pressure to make their sales as large as possible. It will doubtless produce a more steady flow of sales, too, which will relieve the shipping department. It is quite natural with commissions being paid weekly, that the salesmen will more evenly divide their efforts and the first weeks in the month should show a bigger volume of sales than heretofore. There is no doubt but that this plan is a great step in advance and of great advantage to the salesmen. It is just another evidence of the farsightedness of the executives in the home office in planning ahead for the benefit of the men on the firing line.

TYPEWRITERS NEEDED IN LIVE BUSINESS

Nearly All Automobile Accessory
Merchants Use One or More
Machines in Their Stores

By E. B. Hess, Vice-president and
Inventor of the Royal Typewriter
(Reprinted from N. Y. American)

There is probably no business where items move as fast as in the automobile accessory trade, and it follows, therefore, that there is a constant danger of lines in demand being out when called for, and if records of sales are carefully made and checked up with the inventory and handed to the manager daily he can eliminate this business losing experience.

Today it is hard to find an accessory store that is not equipped with a full battery of typewriters, as the owners of chain accessory stores include a typewriter as part of the office equipment.

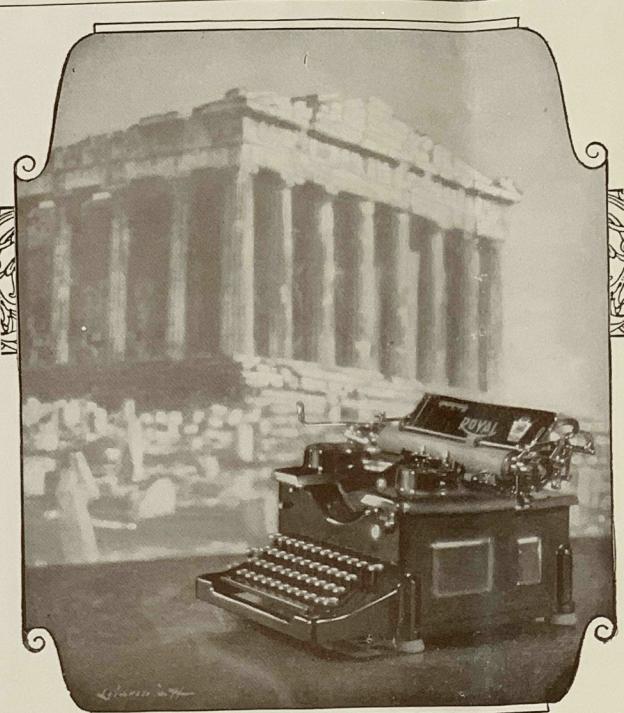
There are many uses to which the typewriter can be put that some dealers may not have realized. Labels can be written on the typewriter much more quickly and accurately than by hand. In shipping merchandise it is essential that the address be plain and clear. Nothing will assure the shipping clerk of accuracy quite so much as a typewritten label.

Easier to Read

Parts that have to be carried in envelopes invariably have stock num-

This advertisement to appear in the following magazines:

Schedule	Issue	Appearance
American Magazine	June 6	May 16
Saturday Evening Post	May 5	May 3
Literary Digest	May 12	May 11



THE PARTHENON is immortal largely because of the remarkable degree of refinement that it represents. Today, in its particular field, the Royal Typewriter is just as notable an example of that superior designing and workmanship which together make perfection of detail possible. One of the largest users of the Royal recently paid us the compliment of referring to it as "the perfected typewriter."

ROYAL TYPEWRITER COMPANY, Inc.
Royal Typewriter Building, 364-366 Broadway, New York
Branches and Agencies the World Over

Chief European Office: 75A Queen Victoria Street, London, E.C.
Principal Canadian Office: 36, Notre Dame St., West, Montreal, P.Q.

"Compare the Work"

ROYAL
Trade Mark
TYPEWRITERS

bers, descriptions and price that must be written in such a manner that a salesman or clerk will lose no time in reading them in order to handle his work expeditiously.

Instructions to employees, changes in price, complete price lists and inventory to be usable and readable must be done in typewriting. In the accessory business there is a constant change in prices on items and new items are being constantly added to the rapidly moving stock. All of

these changes and this information as to everything in the place all of

the time. Carbon copies must be plain and sharp, and the typewriter solves this problem satisfactorily. Much detailed information is now transmitted to library cards which afford an exceptionally ready reference and well preserved in card cabinets for the purpose.

Today the typewriter is a necessity in every line of business. No merchant, regardless of size, can very well get along without one. Not only would a business man lacking one get the reputation of being a back number, but his business would suffer on

The Parthenon

The Parthenon illustrated in the Royal advertisement on this page dates back to the year 447 B.C. It is a monument which has endured through the centuries of the glory that was Athens. It measured 227 feet long, 100 feet wide, 55 feet high and the columns about 40 feet high. The marble was brought entirely from Mount Pentelicus.

It is the most perfect example of the Doric order of architecture and remained intact until probably the fifth century of our era.

Athens was captured by the Turks and the Parthenon changed into a Mosque. In 1687 the Turks used the building as a powder magazine, and during the bombardment of the Acropolis by the Venetian army under Morosini a shell caused the explosion which blew out the middle of the temple and threw down the columns at the sides.

In ancient days the building was decorated with colors and the sculpture was all painted. Golden shields hung in the front and in the bright Greek atmosphere the splendor was dazzling.

Robinson Appointed Metropolitan Manager

Following the appointment of W. C. Lavat as Sales Manager came the announcement of the promotion of Mr. R. C. Robinson to the position vacated by Mr. Lavat as Metropolitan Manager.

Mr. Robinson is a true Royal prod-

uct, and has been a steady producer of sales for many years. He started his career with the Royal as a Salesman in Buffalo over seven years ago. Later he was moved to New York as a member of the Metropolitan Sales force. His work as a salesman brought him to the attention of the officials of the company in a most favorable light and when the announcement of his advancement was made, it was greeted by every member



R. C. Robinson

of the organization in New York as the logical step.

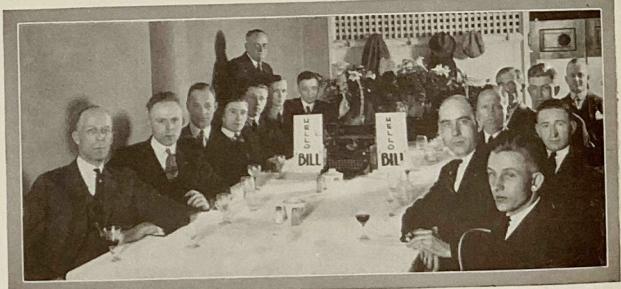
His accession to the management of the Metropolitan Branch is another example of the recognition given to men who put their best into their work in the Royal organization. His popularity among the members of the Metropolitan Branch backed by his record as a hard working, steady producer is a natural background for the larger work he has undertaken.

"Hello, Bill"

A few doors from the Royal's Kansas City Office is the "Roastery." Mr.

that he gave Mr. Lavat and the entire force a farewell dinner.

As can be noted by the two placards on either side of the Royal typewriter on the table, the party was in honor



Davis, who owns this restaurant, was so glad to see Mr. Lavat during his visit in April when he installed Paul W. Jones as manager of that office,

account of the time it would take to manually perform these tasks the old way when they could better be done with a machine.

Lead in Production

It is interesting to the layman to know that the United States leads the world in the production of typewriters. While there are a number of typewriters made in Europe, it has remained for American business geniuses to develop the business to its present high standing. The typewriter is truly an American invention and through the genius of Americans and the perfected manufacturing processes for which this country is famous, has developed an industry which has made American methods famous.

Rapid Development

From a simple printing machine, designed to make the written word easy to read, the typewriter has de-

veloped a utility that is used around the world. Practically every language is now written on it, from Arabic, which reads from right to left—the reverse of our system—to the most modern languages of Europe.

There are few inventions that have become as general in their use as typewriters. It may be safely said that American machines are to be found in every country in the world. Their use extends to many unusual applications. No explorer would think of starting out without one. The big ocean going liners are equipped with them; the fast overland trains have their typewriter and their use in the home is fast becoming acknowledged as necessary to complete equipment. Not long ago, when the printers went on strike, magazines were produced with the use of the typewriter, by photo engraving process, printed directly from plates.

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GOOD APPROACH HALF THE BATTLE

The Way You Go at a Prospect Depends Upon the Conditions Confronting You

By T. M. Gleason
Salesman, New York City



I was asked, by the Sales Promotion Dept., to write a little sketch about how I sell typewriters. I may say, right at the start that I know a whole lot more about selling typewriters than I do about writing sketches. If I had been in the typewriter business only a week, instead of ten years, which is about the case, that statement would still be true, I am, as the reader will readily agree, (if he has the nerve to go on with this) no writer. However, my motto is, "I strive to please."

The first thing to speak of in my opinion is the approach. There is no set form of approach. It must be fitted to the occasion and the man approached. Recently, at a sales dinner several salesmen were called on to tell how they sold typewriters. They made eloquent, and in some cases lengthy speeches. Finally, one man was called. He rose, bowed and said:

"Mr. Lavat and gentlemen, in my opinion, the best way to sell typewriters is 'To Use Your Own Judgment,' and sat down. That was making it a little brief, but in regard to the approach his words were to the point. There is no general form of words that will fit all occasions.

Personally, when approaching a new prospect I put it something like this:

"Mr. Cohen, my name is Gleason. I represent the Royal Typewriter Co., and would like to take a few minutes of your time to tell you something about our typewriter."

If the prospect is one of pompous kind and seems to take himself seriously I usually say "your very valuable time." Then I go ahead and tell my story. I always ask for an opportunity to demonstrate. If he is reluctant, I have found it rather useful to go at him about the mechanical end.

Getting His Interest

I say, "Now Mr. Cohen, I know that you, like all modern business men are interested in fine machinery, etc." A great many men pride themselves on being just a little mechanical.

If he will not take a demonstration I try to get him to let me put in a machine on examination. I make it very plain to him that the acceptance of an examination machine implies no obligation to purchase.

I frequently put it in this form: "Now Mr. Cohen, I know that you are not in the market for a typewriter at this time. The Royal Typewriter Co., however, expects me to do a certain amount of propaganda work. Advertising as it were. You will be helping me a lot if you will allow me to put one of our typewriters in here for a trial even though you have no intentions of purchasing just now. I assure you that I will not bother you or your stenographers by calling here. I will put the machine in, show them the little points in which it differs from the machine they are now using, point out the several things which, we think, are improvements, the little conveniences and advantages, and then I shall leave. In a few days I shall call again and

see how they like it. If the machine sells itself, well and good. I'm there to take an order. If not it will be called for cheerfully and we will feel under obligation to you for giving me the opportunity to show our goods. We believe that the Royal Typewriter is its own best salesman."

Know When to Stop

I think one of the most important things in talking to a new prospect, is to be able to tell when to stop, and get out. When you feel that his attention is wandering say, "Mr. Cohen, you are busy today. I will not bother you any longer. I will try to see you again when you are not so busy." And leave.

A salesman who has a reputation for not unnecessarily bothering a busy man is always able to get an interview. This also applies to closing a sale. When the prospect is ready to give the order, take it and get out. Many a salesman has talked himself into an order, and then, after the time to take the order has come, has stood there and talked himself out of it. Strike while the iron is hot. Get his name on the dotted line before he changes his mind. And then GET OUT. A GOOD EXIT IS AS IMPORTANT AS A GOOD APPROACH.

Must Be Resourceful

A salesman must be resourceful. Recently, I was calling on a prospect who has always told me that he would let me put in a trial at some convenient time, but at that particular time he was too busy. He told me this several times and then, one day, about four days after the last time I had seen him, I called him on the phone.

"Hello," I said. "How is that Royal typewriter working?"

"Royal," he came back. "I ain't got no Royal."

"No," I answered. "you don't own one, but I mean the one you let me send up on examination."

"There is no Royal here—" he said, and was probably going to say that he hadn't ordered any, but I began a long speech about how busy our shipping department was and wound up by saying that I would personally see to it that it was there at once, and hung up, and proceeded to make out-orders.

The one thing, though, that goes before all, in my opinion, is a snappy demonstration full of ENTHUSIASM. The one thing without which all these things are useless is just plain, old-fashioned—AMERICAN WORK in capital letters. Any man that will take a typewriter job and work just two-thirds as hard as the average street car conductor, the average dry goods clerk or stenographer, will sell typewriters and he can't help it. A hard working man of average intelligence, ordinary appearance and an ordinary sales talk, will out sell three to one the greatest spellbinder, the slammer fancy writer and trick doer that ever lived; if he won't work. And a man who will and does work, with Royal Typewriters to sell, and just a little study of how to talk and how to show the machine, will put it over and put it over big.

Philadelphia Sales Club

On April 6th, 1923, a meeting of the salesmen of the Philadelphia branch was held for the purpose of organizing a club, the object being to make each salesman in the Philadelphia office a Machine-a-Day Man, through maximum co-operation of the entire sales force in this office, the club was successfully organized and a plan to accomplish this end put in operation. The following salesmen

PROMOTION COMES TO BUSY WORKERS

Good Ideas Brought Out in Thrift Thoughts on How Success Is Won by World's Leaders

The head of a large business was asked why a certain employee had been promoted over the heads of other men. "Because," was the reply, "he is chock-full of the day's work."

The plain truth is—every man and woman, boy and girl, would do a great deal to be a winner.

If you will work as hard as the winners do, you are a coming winner. Keep this in mind—their opportunities were ordinary as other people's, but they were "chock-full of day's work."

A day to Douglas Fairbanks is now, and has been for years, "chock-full of work," the hardest kind of work of body and brain.

Every key of Handel's piano was worn hollow as the bowl of a spoon with incessant practice.

Washington lost more battles than he won, but he kept on working day and night at "his job."

Balzac, one of the greatest novelists, worked 15 hours a day, and wrote 85 books.

Gray, the poet, worked 20 years on the 32 verses on his "Elegy" which brought him his magnificent reward.

Sir Isaac Newton was asked how he made his discoveries. (He had no other "opportunities" than his friends had.) He replied: "By always thinking. I keep a subject before me and wait until the first dawning opens by little and little into a full clear light."

Murillo, one of the greatest painters, painted more than 400 pictures.

Froude wrote each paragraph of his many volumes of history four or five times before deciding upon the one used.

Napoleon often worked 18 hours a day, and at 2 a. m. would say to his secretaries: "Come, let us bestir ourselves. We must earn money the people pay us."

If you look in the pockets of the coming winners—the men and women, boys and girls who are filling their days chock-full of work—you will find bankbooks which are fast filling chock-full of money.

Be a winner yourself!

were elected officers of the club for a period of six months:

J. Walter Turner, President.
E. V. Gaun, Vice-President.
N. L. Vincent, Secretary.

F. J. Fahy, Treasurer.

The first regular monthly meeting was held April 19th at Ferrero's.

After a dandy supper and several musical numbers by President Turner, and ably assisted by Andrews and Gough, many subjects of business were discussed.

As the organization was completed at the March meeting, the business of the meeting on April 19th was chiefly individual efforts at Sales Promotion, participated in by all salesmen present, also individual methods and cases discussed tending to give each salesman benefits of the experience of the entire organization.

At these meetings there is a refreshing freedom of speech, Mr. Dunn being present as Referee.

There are no elevators in the house of success—H. H. Vreeland.

INCREASING SIZE OF COMMISSION CHECK

Many Elements Enter into Success in Selling and Increasing Earnings

By Frank Herwitz,
Manager Providence Office



This subject is so wide in its scope that books upon books, in fact, whole libraries have been dedicated to mankind to help him solve this problem. In the biographies of great men who have won fame or fortune in industry, art, science or religion, there are invariably revealed certain traits to which we can attribute their success.

First: Courage—To overcome seemingly insurmountable obstacles. Second: The burning enthusiasm of a Crusader; and third: A Steadfastness of purpose in action. But what have these virtues to do with the subject, "How to increase the size of the commission check?" They bear the same relation that effect has to cause. For, if these are the virtues that help make men great, it naturally follows that lack of courage or fear, the lack of action or indolence, the lack of enthusiasm or indifference, keep men from achievement.

Analyze Attribute

Let us for a moment analyze these negative attributes to our own business. Fear: Fear is one of the greatest destructive forces in the human mind. Nothing great has ever been accomplished by fear. The salesman who fears to convey the message of truth, inherent in his merchandise to the president of a big corporation because he stands in awe of titles, overlooks the fact that he achieved his title because of his ability to distinguish between real and fictitious values of men or merchandise, and is, therefore, most anxious to obtain the truth.

It takes courage to continue shouting the truth about the Royal until

every user of typewriters in your territory hears your message. Courage will increase the size of your commission check!

Indifference: Have you ever been inspired into action by indifference? How, then, can you hope to get your prospect to respond to an indifferent presentation of your proposition? Enthusiasm sells religion for Billy Sunday, "flivvers" for Ford. It builds aeroplanes. Enthusiasm will increase the size of your commission check!

Indolence: What would you think of a banker who had the ability to attract capital, but lacked the ability to put it to work? You would not consider him a successful banker, for the successful banker harnesses time in the form of interest. He puts his capital to work.

The salesman who has the ability to secure a Royal Territory, but doesn't put himself to work on it, is like the banker who attracts capital, but doesn't put it to work. He has actually attracted a \$100,000 franchise, and is not getting a 5 per cent. return from it, because he does not realize that the law of average works as positively for the salesman as the law of interest does for the banker.

Make Enough Calls

If the salesman's average call consumes 20 minutes, he sees about 20 prospects a day out of which he will average three live prospects or 75 a month. Seventy-five live prospects a month will materialize into 25 sales for the month. But the law of average operates in an inverse ratio when less than 20 prospects are seen in a day. For when only ten prospects are called on only one live prospect a day will result, or an average of 25 for the month, and only 25 live prospects will materialize into about six sales for the month.

Now, this is not theory. It is based on actual experience and proves the importance of harnessing time—of making every minute in the day count.

Action: Keeping right on the job in the confidence that the law of average will work for you as the law of interest works for the banker. Action will increase the size of your commission check.

My formula is: Courage, Enthusiasm, Action.

BOSTON'S GET-TOGETHER DINNER

The Boston Branch had a get-together dinner on Friday, April 13, at the Boston City Club. Fred L. Gallup, Manager of the Boston Branch, as-



sures us that the serious looks which the photographer caught are merely looks of dogged determination, as a few minutes before it was taken they were discussing ways and means of selling five hundred machines for April. The following are the names of those present: 1—F. J. Edwards; 2—F. A. Smith; 3—B. W. Simpson; 4—D. R. Austin; 5—R. W. Fitzpatrick; 6—A. R. Smith; 7—F. L. Gallup; 8—R. H. Curry; 9—H. E. Johnson; 10—

E. A. Raphael; 11—R. M. Harvey; 12—H. E. Burton; 13—H. McAllister; 14—F. I. Crocker; 15—R. C. Kenney; 16—H. C. Metcalf; 17—I. C. Barlow; 18—H. R. Trentleman; 19—C. R. Hess; 20—G. A. Fenno; 21—H. R. Elwell; 22—W. W. Hodgson.

ALWAYS TOTE

YOUR GUN

Good Story of a Preparedness Which Points a Moral From Which to Take a Tip

By Robert Dent Yates
Salesman, Metropolitan Department



Some years ago, we, this writer, had the ambition to become a great journalist. That's what we called it then, journalist. To that end we accepted a position (that's how we

described it to our friends) as morgue man on the old "Kansas City World," now defunct. Our duties were varied and numerous, mainly to keep in close touch with the coroner's office and the various undertakers (they did not call them Morticians then), and to see that no one finished his sentence here on earth without the "World" mentioning it.

We had other duties too, of course. "Advice to the Love Lorn," by Amelia M. De Cressy (us). Also "Ask Me, I Know," us again, assisted by the Encyclopedia Britannica, World Almanac and the brass to ask questions. We also served as police reporter for Number Four, an outlying station situated in the very toughest part of the city and almost in the notorious section known as the H. C. L.

This H. C. L.—Hell Cut Loose—was a negro and Chinese section mostly underground. It was a labyrinth of dark winding passages and small rooms in which lurked gun men, snow birds and every variety of criminal that is found in a good sized western city. Police, when they went there usually traveled in fours, with their guns ready. One man caught in its dark passages was helpless before its desperate denizens who knew its every curve and passage. It was courting sudden death for one policeman to enter it alone. One cold, stormy winter we were in Number Four at about ten o'clock. Sergeant Kennedy was on the desk in that condition possible only to police and firemen of long service. Apparently sound asleep, and really resting as though he were, but able to hear the least sound and to spring in an instant into full and violent action. Patrolman Murphy was asleep on the bench, his blouse off and his head on his arms. His tenor snores mingled with the hiss of the escaping steam and the distant cadence of "Little Liza Jane," sung by the negroes in the distant Bull Pen, making the only sounds that broke the almost cloistered stillness.

We were in a chair, our feet on an iron railing around the desk and our head on our chest, just dropping off when, in an instant the front door was violently flung open and a small negro boy and a howling gale of wind and snow were hurled into our midst. "Oh, God, Mista Sargent, pappies killin' mammie, pappies killin' mammie in de H. C. L." He wailed. In considerably less time than it takes to read it, several things had happened. Murphy who had not only been sound asleep, but apparently dead, was up and half way out the door, coatless, entirely ignoring the blizzard and the blinding, stinging rush of snow that swept in. "Hey, Murphy, have you got your gun?" yelled Sergeant Kennedy after the disappearing figure. "Have I got me gun?" Murphy's voice floated back through the storm. "I got me pants on, ain't I?"

The moral of this little story is that Murphy was an efficient cop, was always ready to go into action. The man who fails to carry his gun, his necessary equipment to use in his particular work, is letting himself in for

a chance to lose an order, an arrest, a patient. A doctor who responded to a call and forgot his thermometer and his prescription blanks would be almost criminally careless. A plumber who went to fix a broken pipe and forgot his Stillson would be out of a job. And a typewriter salesman who goes into a prospect's office and at the critical time reaches for his order book and his allowance schedule and finds that he left it in his desk. Name him yourself. It is done though. Do you ever do it?

SALESMANSHIP A POTENT FORCE

Most Good Things in the World Are Brought About by Salesmanship in Some Form

A solicitor is a person who asks other people to buy goods.

A salesman is one who sells goods. Solicitors are as the sands of the sea for numbers, and landlords put up signs against their intrusion.

But they who have articles for sale will scour the seven seas on the bare chance of finding a salesman.

For the visit of a solicitor is sore affliction.

But a salesman is as welcome as a breath of spring at the end of a hard winter.

When a solicitor calls upon me with an article which I do not want, a wave of the hand, or, at the very worst, the jog of an elbow, will dispose of the matter.

When a solicitor calls upon me with an article which I have sometimes thought I wanted, the encounter takes more time, but, by bringing up reserves, I usually rout him.

Good Salesman Welcome

But on the day when I am lucky enough to receive a salesman, all my defences crumble even before we have finished our consideration of the weather; I am as clay in the hand of the potter, yea, even as green grass before the sickle.

I can remember every salesman who ever operated on me, but I have forgotten what it was he sold me.

So I conclude that in salesmanship the salesman is a factor.

I imagine that a salesman first sells himself and then his goods.

After a salesman leaves me I usually permit myself a few moments for reflection. I consider that nearly everything of good that has come to this world has arrived as a result of salesmanship.

William Pitt was a great salesman; he sold the idea of the British Empire to Little England. And Benjamin Franklin was a very great salesman indeed; he sold the idea of a successful American commonwealth to France at a time when its success could not be seen except by its closest friends. Daniel Webster was a remarkable salesman who devoted his whole life and genius to the delivery to this country of one idea—its unity and indivisibility.—Electrical World.

LITTLE THINGS THAT COUNT

It Is Often a Small Point That Makes a Big Sale—Give Customer All Help You Can

The following is clipped from the "Kodak Salesman," published by the Eastman Company. The philosophy contained in it applies to typewriters as well as it does to Kodaks and stuffed cats. Buyers are very often influenced by the little things about the article you sell. Setting the tabulator, dropping the card guide fingers in front of the platen, showing the variable line spacer or even the two-color ribbon will often push over a sale that would otherwise be lost.

"Joe, if you wanted to sell a dog to a person who demanded a cat, how would you go about it?" asked Tom Baxter of his star salesman as they left the office together one evening in February.

"I don't know. The only live-stock

WORKING TERRITORY LIKE FARMING

Instructive Cultivation Results in Worth-While Crops—Erratic Canvassing Produces Failure

By D. B. Starrett, Manager San Francisco Office



We are more sold than ever before on the advantages of systematic canvass and demonstration. We all know that the successful farmer, the one who produces big crops, is the one who prepares his ground carefully, sows the best seed and covers all of the ground. In fact, one never sees a farmer hopping all over his land, sowing a little patch here or plowing a little patch somewhere else and as the producing farmer works his farm, so do our salesmen work their territories.

When it is necessary for our salesmen to stop canvassing to attend to demonstrations, they keep careful check of where they left off so that they can return to this place and resume their work. A farmer can count as his farm that part which he cultivates—idle land does not produce, and a salesman can only consider as his territory the people he calls on.

Jumping from one part of his territory to another to find prospects produces only fatigue. The time spent in the presence of the customer is all that counts, and the closer we work our territories the more time we have to capitalize on.

One of our slogans in San Francisco is: "If you're tempted to kill time, try working it to death."

We sell ourselves over and over again on systematic work and grow stronger month by month in our belief in it. We believe in this method of working more in March than we did in February and our final sales report proved it. Every month should show more work and more intensive cultivation than the preceding month. Increased effort makes increased volume in sales.

It is a battle to keep ourselves from slipping into the lines of least resistance and hunt around for the easy sales, but by continually drilling we are gaining strength for our motto:

"Plow all your ground—sow the best seed and make your entire territory produce a harvest."

I ever sold was animal crackers," answered Joe. "What's the difficulty?"

"It's this. The kitten that father sent my youngster for Christmas has grown from a tiny, defenseless thing into a right vigorous young beast. It isn't a safe opponent for a three-year-old baby any more, so I'm sending it back to the farm. But I promised to bring home another kitty, a nice one that wouldn't scratch.

"Well, I went to Hough's this noon, found the fifth floor, found the toy department, and found nobody attending to it. After several minutes, during which no one appeared, I whistled. That had some effect. Pretty soon a saleslady showed up from somewhere. She was a bright girl. I could tell from her conversation. First she asked me if I wanted something and then told me I was in the toy department.

Wanted a Cat

"I said I wished to buy a cat. After a moment of amazement the sales-

Service Department Contest for March

Division No. 1
Philadelphia Leads

Below is a list showing the standing of the various offices:

- 1—Harrisburg 2*
- 2—Rochester 2*
- 3—Youngstown 2*
- 4—Springfield, Mass. 1*
- Birmingham 2*
- 5—Scranton 1*
- 6—Toledo 1*
- 7—Reading 1*
- 8—Denver 2*
- 9—Springfield, O. 1*
- 10—New Haven 2*
- Springfield, Ill. 2*
- 11—Grand Rapids 1*
- 12—Albany 2*
- Bridgeport 3*
- 13—Memphis 1*
- 14—Columbus 2*
- 15—Davenport 2*
- 16—Houston 2*
- 17—Worcester 2*
- 18—Texarkana 2*
- 19—Allentown
- 20—Louisville 1*
- 21—Johnstown
- 22—Dayton 2*
- 23—Norfolk 1*
- 24—Omaha
- 25—Portland, Ore. 1*
- 26—Little Rock 1*
- 27—Providence
- 28—St. Paul
- 29—Fresno 2*
- 30—Charleston 1*
- 31—Milwaukee 1*
- 32—Newark
- 33—Des Moines
- 34—Peoria 1*
- 35—Erie
- 36—Richmond 1*
- Seattle
- Syracuse
- 37—South Bend
- 38—Portland, Me.
- Ft. Worth
- 39—Evansville 1*
- 40—San Antonio
- 41—Akron 1*
- Bangor
- 42—Rockford
- 43—Kalamazoo
- 44—Waco
- 45—Oakland 1*
- Jacksonville 1*
- 46—Binghamton
- 47—Duluth 1*
- 48—Tacoma
- 49—Wichita Falls
- 50—Waterbury
- 51—Sioux City

Standing of Branches in Division No. 2

Harrisburg in First Place for March

The Harrisburg office came up to first place for the month of March, from fourteenth position for February. Mr. J. Horton, foreman is to be complimented on his fine work.

Rochester came in second.

Youngstown third.

Mr. H. Hurley, foreman of the Rochester office and Mr. J. Davidson, foreman of Youngstown, are to be congratulated.

TO INCREASE NETS INCREASE EARNINGS

bumped into Tom's elbow, squeezed the package that contained the dog and heard a sort of mechanical growl, which, by the vaguest stretch of imagination might sound like a pup.

Tom's surprise at the newly discovered talent of his purchase was evident at once.

"If the saleslady had told me what this dog could do I'd have bought it gladly and forgiven her for letting her stock of cats run down."

Did you ever stop to realize that one dissatisfied customer can do more harm than one hundred satisfied customers can do good? If he is dissatisfied he will talk the proposition, while if a man is satisfied he might not give his opinion unless he is called upon to do so. Therefore, keep the fire burning in the heart of the customer and have everyone a satisfied Royal user. A Royal user means a Royal booster.—E. G. Dodge, Mgr., Baltimore.

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FACTORY MAINTAINS TRAINING SCHOOL

Assemblers Are Taught Every Detail of Work Before Being Put on Regular Job

Taking a person who knows absolutely nothing regarding typewriter assembling, and, in a few weeks, making him a highly skilled operator, is one of the big problems confronting the Factory Assembling Department. To accomplish this, a Training School is maintained to supply the different operations with the required number of operators to meet the production needs. This School comes under the direct management of the Department foreman, assisted by experts in each branch of the work, who, by their past records, are best fitted to impart their knowledge to the new scholar.

Studying each new employee and getting him started in that particular branch of the work for which he is best suited, is the first, and one of the most important details. If he is not trained along the line which appeals to him most, and for which he is best adapted, sooner or later he becomes disinterested, falls below the average as a producer, and perhaps eventually drops out. The instructor's time as well as the cost of instruction, has been practically wasted.

Fitness Considered

Many things must be considered in determining which branch of the work a new employee should be started on. His age, education, past occupation, adaptability, and his willingness and readiness to apply himself are all considered. After these points have been carefully checked up and it has been decided where it would be best to start him, his actual training begins. Upon the instructor, whose duty it becomes to train and bring out the hidden qualities of the scholar, depends to a large extent, his success as an operator. By careful handling and close personal contact, he is brought along step by step, until he is finally graduated from the School to the operation for which he was being trained.

Instruction, while primarily the same, must differ in detail as the scholars differ in ability to absorb knowledge and, therefore, the length of time required to produce a finished operator will vary. A certain gain is looked for each week, based upon his figured ability.

Paid While Learning

The remuneration, while being taught, is most liberal, and is increased as his knowledge of the work increases. It can readily be seen, that although the initial cost of this method of training is greater than the old one, where the new operator was placed beside an experienced one, and he was expected to get what knowledge he could by observation, and by asking questions which were many times not answered intelligently, the great advantage lies in having the correct knowledge imparted in the correct way at the correct time. And then again, it removes from the novice that embarrassment of being among experienced workers and having to exhibit his lack of knowledge of the work; and last but by no means least, maintains a standard of instruction.

At the present time, there are about seventy-five in the Training School, in various stages of progress, all of whom, in time, will be a part of the organization turning out Royal typewriters of "Royal" quality. Hun-

DEPARTMENT NO. 2—ROYAL FACTORY

The visitor to the Royal factory is always interested beyond measure when taken to our screw machine department. He is fairly bewildered with the net work of belting, shafting and machinery. Hundreds of automatic and hand machines are hum-

dred of thousands of Royal typewriter parts are made every day, and there is no let-up in the tremendous volume of production.

From the tiniest of screws, measuring about one-eighth of an inch to the steel rod of several inches in length,

are at all times checking up and watching the work, realizing how necessary it is to have all parts one hundred per cent. interchangeable.

The steel rods are checked by scientific instruments at the plant when received from the mills. The

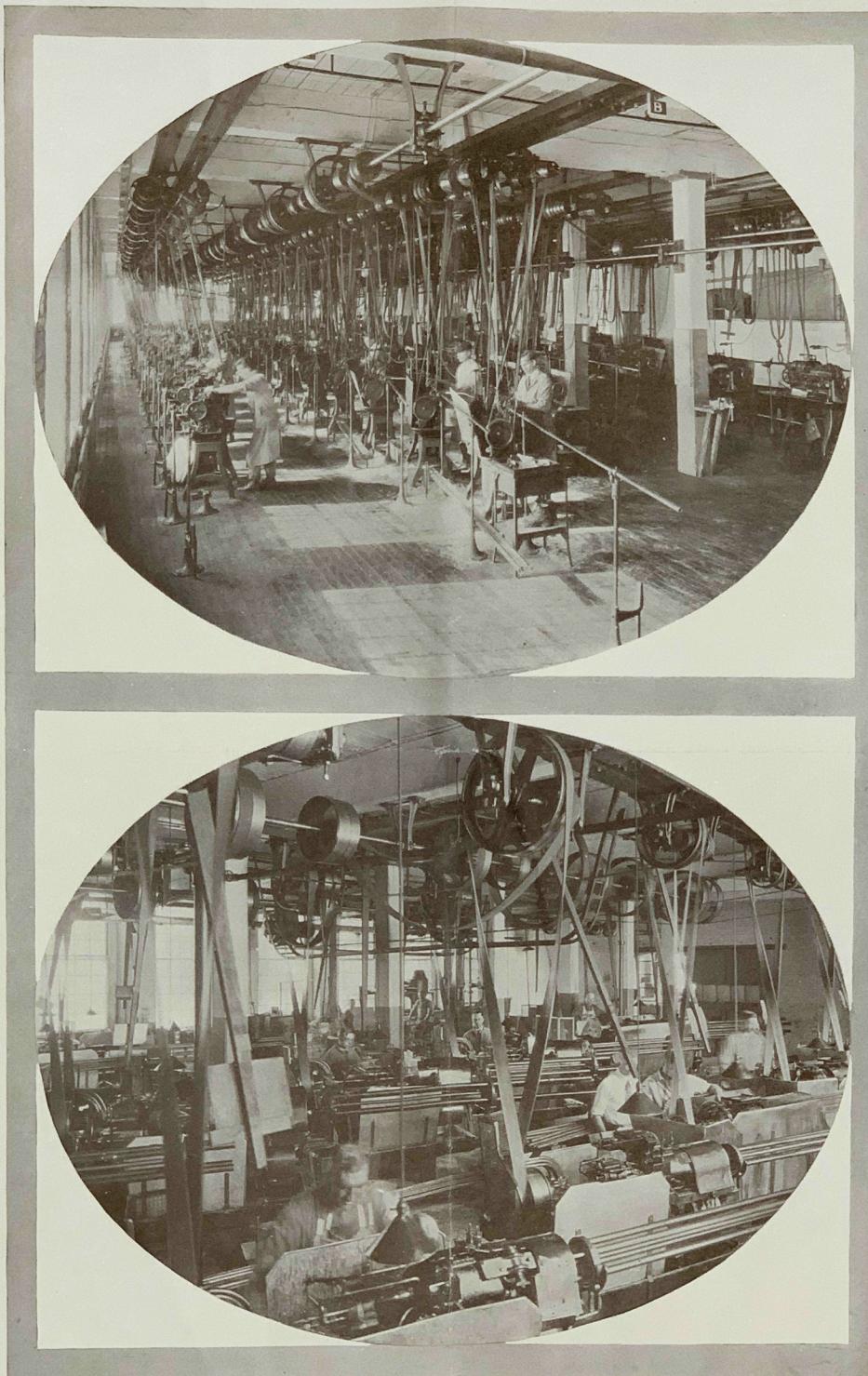


Photo Top—Group of Brown & Sharpe Nos. 0-00 Auto Screw Machines. These Machines Make Practically All the Screws, Studs, Bushings, Etc. Photo Bottom—Group Acme Automatic Screw Machines. These Machines Produce Parts Such as Ratchet Clutches, Cylinder Ends and Various Nuts Used on Our Typewriter

ming with activity, producing parts for the Royal typewriter.

The automatic machines are fed with rods of steel, and the inside mechanisms work the steel rods by drilling, reaming, cutting and forming special designed parts, such as pins, dowels, screws, washers, bushings, rods, etc.

These automatics appear almost human and to the lay mind, it is uncanny the way the different operations are performed. Hun-

You will find small, medium and large size machines, each doing their particular work. Many parts are produced to very fine limits of a thousandth of an inch and other parts to broader limits. To do this requires that the automatic machine be kept in finest shape, so far as repairs and attention go.

Skilled mechanics are continually watching conditions ready to correct any possible trouble in tools or machines. Skilled operators

free cutting quality of the steel must be established, before use in the machines. Over two hundred thousand dollars of automatic and hand machines, tools and equipment have been put into the production of this department.

The Royal quality is dependent to a large extent on the men in our screw machine department. They are men above the average, skilled, well trained and worth while.

FACTORY NOTES

Alive and going all the time, Mr. Snow of Department 2, Screw Machine Department, is hitting a fast clip in suggestions for improved methods of production. We expect great things of him in the future.

Mr. Harrington, Department 9, Japan, doesn't say very much, but it would open your eyes to see the parts roll out by tons from his department, especially the automatic electric ovens. John watches his finish on parts with the eye of an artist. His record is worth while.

The duties of the Maintenance and Construction Department require the closest attention every second of time, and Mr. Dagley, Foreman, can always be found on the job. He handles everything from electrical equipment, boiler room, installation of machinery, building construction and maintenance work, down to the smallest job that affects this great plant of ours.

You can't stump "Dag." Tell him you want something and you get it. No wonder our plant is in such fine condition.

Those who keep posted on the styles of men's dress, tell us that the suspender is once more gaining favor, but it seems that it would be doing some of the wearers a favor, to make them without buckles. Ask Mr. Lewis, Office Manager,—he "NOSE."

The Foremen's Club Get Together for April was held Wednesday evening, April 21st. The speaker, Mr. LeRoy Campbell, vice-president of the City Bank & Trust Company, whose topic was "Investments," was fully appreciated. What with supper, singing, a good smoke and educating talk, the evening was very pleasantly and profitably spent. We are wondering whether Messrs. Morhardt and Lewis are contemplating making some important investment, as we noted they did considerable "quizzing" of the speaker.

Production

The leaders in production for the month of April are listed below. The department which can repeat in the face of rising requirements and big labor turnover, surely has a way of putting things across.

Department 9—Mr. Harrington
" 30—" Boesch
" 3—" Froebel
" 25—" Greene
" 18—" Godfrey
" 5—" Jacobson

Turnover

Listen, fellows. For your information, Department 3, milling and drilling, Mr. Froebel; Department 10, assembling, Mr. Sherman, and Department 36, spring, Mr. Cavanaugh's average weekly labor turnover for April was only 2%. Get next to them. Ask them how they do it. These department foremen are to be congratulated. They show evidence of good control, careful and considerate management.

Dealers' April Roll of Honor

Mr. H. J. Smith, dealer at Parkersburg, West Virginia, heads the dealers' Honor Roll this month with a very remarkable record made in his territory.

The selection of the other dealers this month is a very difficult matter, especially when we have so many names of dealers who made such good records last month, as: Fentress-Kirkpatrick Company, La Salle Printing & Stationery Co., A. G. Packard, Paxton Typewriter & Supply Co., T. H. Payne Company, Pueblo Typewriter Exchange, Southern Typewriter & Supply Co., L. E. Spiece, M. E. Bacon, Will A. Beach Printing Company, Calhoun Office Supply Co., Copley Office Supply Co., J. E. Crouch Co., A. L. Deal, A. G. Daferner, Robinson-Wright Printing Co., Harry Lux, B. M. Gragg and others.

Dealers' business in April showed a substantial gain over dealers' business in March, and even aside from the fact that there was one less working day, this gain in business is a very noteworthy performance. We take this opportunity of expressing our sincere appreciation.



No. 1
H. J. SMITH TYPEWRITER EXCHANGE
Parkersburg, W. Va.



No. 2
GRANTS TYPEWRITER EXCHANGE
Beaumont, Texas



No. 3
R. G. NICHOLS
Topeka, Kans.



No. 4
TULSA TYPEWRITING COMPANY
Tulsa, Okla.



No. 5
OFFICE SPECIALTIES COMPANY
Fargo, N. D.



No. 6
W. W. PRIOR
Trenton, N. J.



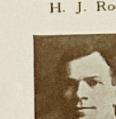
No. 7
F. L. PATTY
Austin, Texas



No. 8
H. S. STORR CO.
Raleigh, N. C.



No. 9
H. J. ROOF
Tampa, Fla.



No. 10
BENSON TYPEWRITER COMPANY
Canton, Ohio

Southern Typewriter and Supply Co.

These photographs show the outside and the inside of the store of the Southern Typewriter & Supply Company, Royal dealers at Shreveport, La., which covers a large and important section of that State, including in addition to Shreveport the cities of Alexandria, Monroe, Mansfield, Homer, and Eldorado, Arkansas. Within this territory are found some

of the most important oil field developments of recent years, and the very efficient organization which has been established by Mr. Wherry, the head of this concern, is rapidly Royalizing this rich territory.

As with other successful dealers, service, coupled with constant canvassing, is the keynote of this dealer's success. Previous to the establishing of the present organization by Mr. Wherry that gentleman was connected with a competitive company in

an important executive position in the South.

He was with that company for a period of twenty-two years, and is said to have been the oldest member of their sales organization in point of service. It is very gratifying for the Royal to obtain for its dealer organization a gentleman whose success, ability and loyalty is so well indicated by this long term of service. There is no doubt that this dealer will very shortly occupy a

place in the front ranks of Royal Dealers.

Upper picture, reading left to right
—1—Mr. J. M. Barrious, salesman;
2—Mr. Watkins, mechanic; 4—Mr. J. A. Wherry, president and treasurer;
5—Mr. W. H. Kirchhofer; 6—Miss Dennis; 7—Mr. R. L. Vance, salesman. Lower picture, reading left to right—Mr. Watkins; Mr. J. M. Barrious; Miss Dennis; Mr. R. L. Vance.

Dealers' M.A.D. for April

No. 1
E. H. BENSON
Canton, Ohio



No. 2
J. E. GAFFANEY
Fargo, N. D.



No. 3
S. W. GRANT
Beaumont, Texas



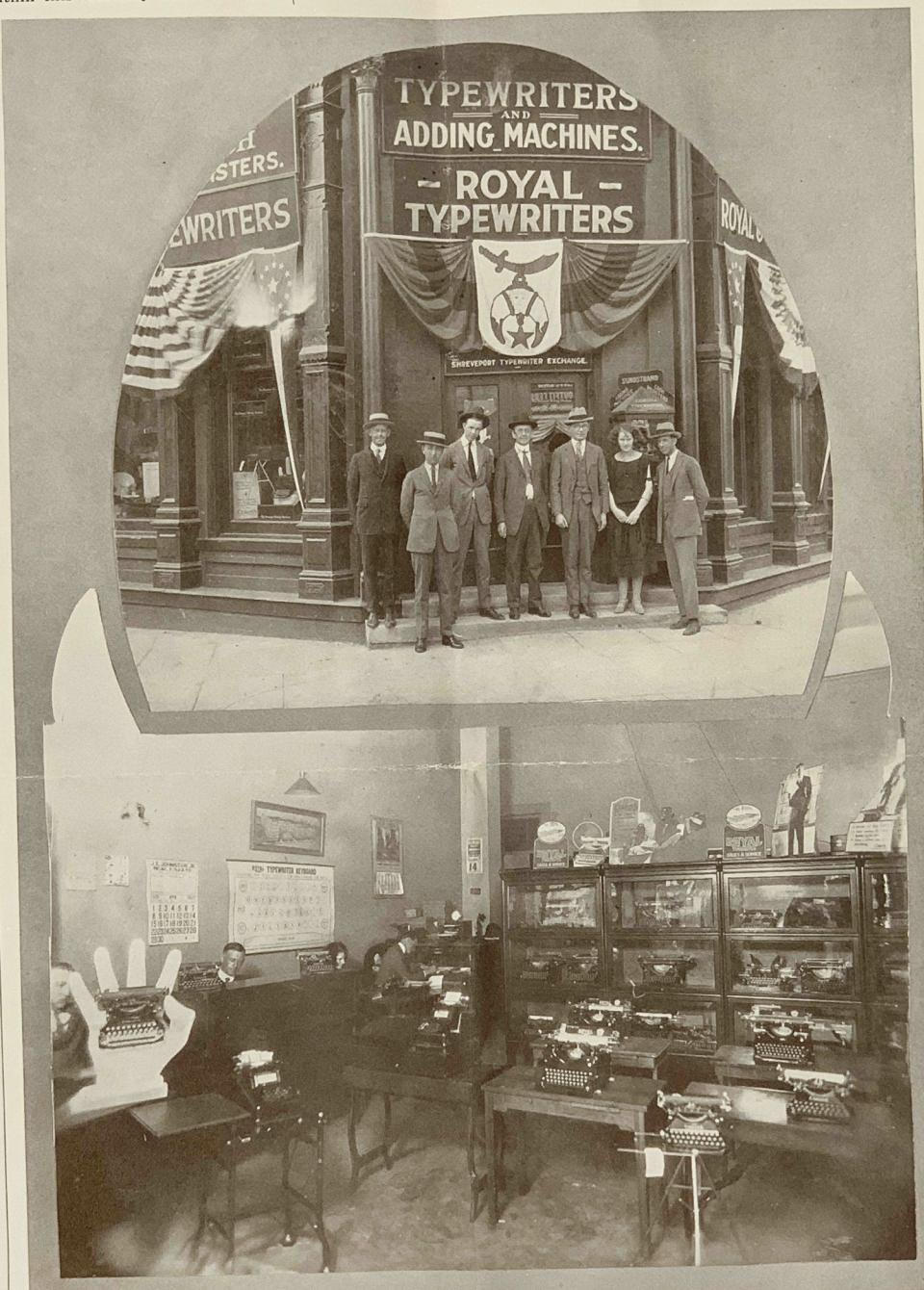
No. 4
T. N. PRIOR
Trenton, N. J.



No. 5
H. J. ROOF
Tampa, Fla.



No. 6
G. N. PAXTON
Bloomington, Ill.



Kirchhofer Exceeds Quota

W. H. Kirchhofer, of the Dealers' Department, in charge of Dealers in the Middle Western Division, was the winner of the Signet Ring for the business produced in March by the dealers in his territory.

Mr. Kirchhofer's business exceeded his quota by over forty machines; a remarkable showing when it is considered that this new quota was raised 75 machines over that set for the territory at the beginning of the year.

It is by far the largest volume of business that any division of the Dealers' Department has produced for several years, and a record of which one may feel justly proud.

Good work, Bill!

Foster & Reynolds Company Miami, Florida

Below is a photograph of the up-to-date headquarters of the Foster & Reynolds Co., at Miami, Florida.

This company has been a Royal dealer in this territory for the past two years and during that time they have shown a very successful record in making the Royal better acquainted with the folks in that territory.

We wish to compliment this company on their handsome headquarters. It is not everybody who can pick a corner with a traffic cop so as to regulate the traffic in its rush to buy Royals.



As may be panning cable to assign the national Brazil fully examined writer as the machine of today's grand prize perfection.

Once again the typewriter is competent and Royal has established its superiority of victory, versatility, owing to its power of the beauty and surely its perfection.

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His office is known as the Typewriter Sales and Service Company. Since Mr. Frank took hold of the Danville Office for the Paxton Brothers, he has sold on an average of eight or ten machines a month in the face of very stiff competition. He has placed six machines in the High School and six in Brown's Business College during the month of January, and reports that they are giving him a tremendous amount of help.

ROYAL AWARDED GRAND PRIZE AT BRAZILIAN EXPOSITION

As may be seen from the accompanying cablegram the jury appointed to assign the award at the International Brazilian Exposition after carefully examining the various machines exhibited selected the Royal Typewriter as the supreme writing machine of today, and assigned it to the grand prize in recognition of its perfection.

Once again, when compared with the typewriters of our competitors by competent and impartial judges, the Royal has convincingly demonstrated its superiority, and has won the palm of victory. Steadily, surely, and universally, the Royal Typewriter is adding to its prestige, not only because of the beautiful work which it quickly and surely produces, but because of its perfection in design and construc-

tion and because of the fine quality of the materials which are used in its manufacture. Those of us who are familiar with typewriters have long realized its unquestioned superiority but many buyers bound by custom have in the past been slow at times to appreciate its many advantages. Today, however, the leading business houses of the world have stamped our product with their complete approval and have confirmed this approval by standardizing their offices on the Royal Typewriter. Every day adds to the rapidly growing number of concerns who are replacing their present equipment with Royal Typewriters because of their convictions, and because it is now freely admitted in business circles that the Royal Typewriter is the machine of enduring

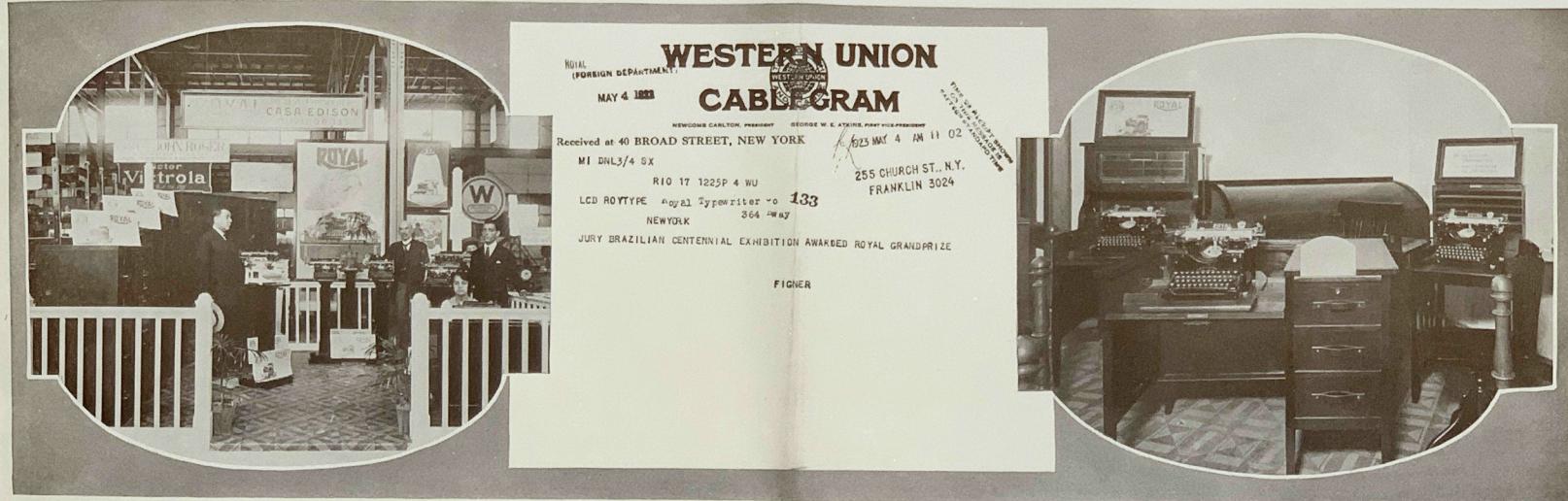
quality—and the masterpiece of the typewriter industry.

While we, quite naturally, welcome the public endorsement represented by the action of the Brazilian Exposition jury, we feel that the honor is not ours alone, but belongs as well to every member of the Royal Foreign & Domestic Organization. Without the whole-hearted co-operation of each individual, the Royal, regardless of its inherent qualities, could not have gained the recognition which it so well deserves. It is only through the constant efforts of our entire organization that the users of typewriters in all countries were brought to an understanding of our product and an appreciation of its many advantages. For this reason we are glad to pass on to each of you your share of these

new honors and to thank you for the most carefully and constantly inspire the members of your organization and your subdealers to more intensive work. We are confident that the results will be satisfactory.

The information which we have the pleasure to give you above is valuable sales propaganda, and we urge upon you the advisability of using it as widely as possible. It is our opinion that you should feature this achievement in your newspaper advertisements as well as by word of mouth through your sales organization. Intelligent use of this propaganda will positively increase the number of your sales—and your profit.

JOS. L. RYAN,
Sales Manager, Foreign Department



THE ROYAL AT THE BRAZILIAN EXPOSITION

The combined efforts of Mr. Fred Figner, Royal dealer for Central Brazil, and Mr. H. S. Wallach, South American Sales Director for our company, obtained for us a splendid position in the American building at the Exposition in Rio de Janeiro, our booth being directly in front of the

entrance through which all visitors enter.

Photograph No. 1 with Mr. Wallach on the left and Mr. Fred Figner in the center and Mr. Ricardo, sales manager of Casa Edison, shows the impressive manner in which Mr. Figner is bringing the Royal to the attention of the

visitors to the Exposition. The prominent display of the white enamel typewriter adds noticeably to the attractiveness of the exhibit.

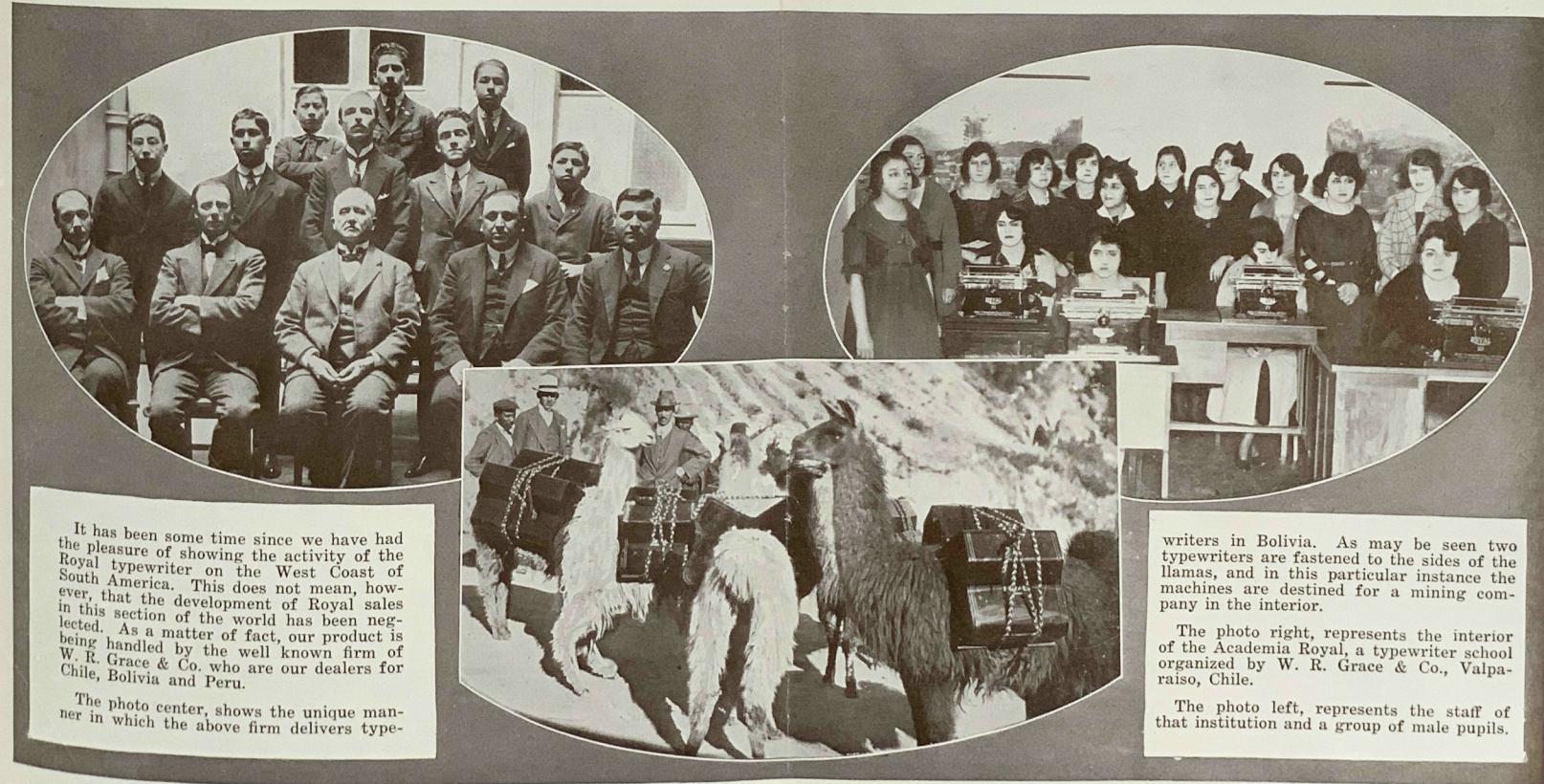
Mr. Figner in addition to the above display, has a booth in the Brazilian building and as may be seen in photograph No. 2, has made arrangements

there also to demonstrate the advantages of the Royal typewriter.

Thousands of visitors from the different South American countries as well as from the United States, are thus having brought to their attention in an attractive manner the exclusive features of the Royal typewriter and

this display will certainly have a beneficial effect on Royal business generally throughout the Latin American countries. We are confident that this impressive publicity will add prestige to the existing reputation of our product.

ON THE WEST COAST OF SOUTH AMERICA



It has been some time since we have had the pleasure of showing the activity of the Royal typewriter on the West Coast of South America. This does not mean, however, that the development of Royal sales in this section of the world has been neglected. As a matter of fact, our product is being handled by the well known firm of W. R. Grace & Co. who are our dealers for Chile, Bolivia and Peru.

The photo center, shows the unique manner in which the above firm delivers type-

writers in Bolivia. As may be seen two typewriters are fastened to the sides of the llamas, and in this particular instance the machines are destined for a mining company in the interior.

The photo right, represents the interior of the Academia Royal, a typewriter school organized by W. R. Grace & Co., Valparaiso, Chile.

The photo left, represents the staff of that institution and a group of male pupils.

THE ROYAL M. A. D. CLUB NOW HAS 118 MEMBERS

We have listed the M. A. D. roll below under the offices to which the men belong. The names with the asterisk before them are repeaters for April.

THE NEW M.A.D. MEMBERS FOR APRIL



1—SMITH
Los Angeles



2—BREWER
Los Angeles



3—BOSWELL
Los Angeles



4—THORNE
Minneapolis



5—SHERRY
Philadelphia



6—ROE
Portland, Ore.

AKRON

L. J. Michel

ATLANTA

J. W. Mann
W. H. Courtenay, Jr.

BALTIMORE

J. C. O'Keefe
*J. A. Durston
*E. G. Dodge

BOSTON

E. A. Raphael
*F. L. Gallup
I. C. Barlow
F. A. Smith
F. I. Crocker
C. A. Rich
H. E. Burton
R. M. Harvey

BUFFALO

H. H. Nunamaker
C. M. Pillow
R. E. Ward

CHICAGO

F. N. McGough
*E. J. Goldblatt
H. Nuhn
*P. S. Jones
*J. M. Roberts
*J. C. LaBorence
E. H. Johnson
A. J. Redding
*R. C. Goldblatt
H. P. Sutton
F. E. Fleming
*W. B. Larsen

CINCINNATI

G. C. Kinnamon
C. J. Bailey

CLEVELAND

E. F. Hancock
W. C. Rodgers
C. H. Essex
C. C. Koch
W. H. Peate
G. R. Hatcher

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L. D. Teeters

DALLAS

W. C. Sweeton
J. H. Kennedy
P. H. Billman

DAYTON

O. P. Gilmore

DENVER

A. E. Darden

DETROIT

*R. M. Wagner
D. B. Fisher
R. B. Fuller
W. L. F. Hosford
C. D. Walker

FRESNO

R. M. Devin

GRAND RAPIDS

L. J. Vermeer

HARTFORD

*H. F. Brainerd
J. L. Cook

INDIANAPOLIS

W. F. Teer

KANSAS CITY

*P. W. Jones

LOS ANGELES

*J. M. Agnew

MILWAUKEE

E. A. Lines

MINNEAPOLIS

E. J. Smith

NEW ORLEANS

W. J. Creger

NEWARK

J. F. Murdock

NEW YORK

*C. W. Knox

DEALERS

*J. J. Freund

FOREIGN

*D. J. Allingham

CANADA

H. W. Van Ness

ROYAL

*G. M. Guest

VISIBLE

*R. C. Robinson

WRITING

*T. M. Gleason

COMPANY

A. C. Wiles

LIMITED

C. K. Freund

*H. W. DeMott
R. H. Martin
W. B. Derango
H. Ash

J. Schwartz
C. Schnirring
R. D. Yates
N. Sykes
C. C. Waters
R. B. Brandes
H. J. Fuchs

OAKLAND

C. Salbach

OMAHA

A. H. Coffin

PHILADELPHIA

*J. W. Turner
J. Hancock
I. J. Gough
D. Stewart

H. K. Goslin
W. A. Cox

L. A. Dunn
E. V. Sherry

PITTSBURGH

*M. V. Miller
J. C. Kemmer
A. E. Hanna

PORLTAND, ORE.

G. D. Roe

PROVIDENCE

E. D. Crandall

SAN FRANCISCO

C. H. Billington

H. H. Tomkinson

D. B. Starrett

C. H. Linehan

T. N. Colwell

SPRINGFIELD, MASS.

L. B. Behan

ST. LOUIS

G. R. Ralls

L. G. Davidson

D. M. Elliott

L. F. Reynolds

G. M. Davis

H. F. Shifflette

ST. PAUL

J. R. Ronicker

WASHINGTON

H. L. Rudnick

WORCESTER

A. R. Smith

1—E. H. Benson

Canton, O.

2—T. N. Prior

Trenton, N. J.

2—J. E. Gaffaney

Fargo, N. D.

3—H. J. Roof

Tampa, Fla.

3—S. W. Grant

Beaumont, Tex.

4—G. N. Paxton

Bloomington, Ill.

1—B. Dempsey, Toronto

5—W. A. MacLean, Montreal

4—H. P. Lewis, Ottawa

Visible Writing Machine Company, Ltd., London

2—Mr. Jones

3—Mr. Tree

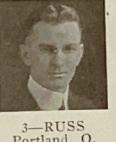
STANDING OF THE BRANCHES END OF APRIL, 1923



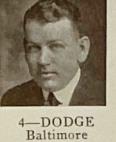
1—SMITH
Los Angeles



2—HANCOCK
Cleveland



3—RUSS
Portland, O.



4—DODGE
Baltimore



5—LARSEN
Chicago



6—LAVAT
New York



7—STARRETT
San Francisco



8—JONES
Kansas City

Sales Standing

1—Los Angeles	26—Fresno	51—Albany
2—Cleveland	27—Bangor	52—Charleston
3—Portland, Ore.	28—New Orleans	53—Fort Worth
4—Baltimore	29—Oakland	54—Wichita Falls
5—Chicago	30—Providence	55—Evansville
6—New York	31—Washington	56—Fort Wayne
7—San Francisco	32—Minneapolis	57—Allentown
8—Kansas City	33—Toledo	58—Memphis
9—Hartford	34—Columbus	59—Peoria
10—Springfield, Mass.	35—Dallas	60—Davenport
11—Buffalo	36—Bridgeport	61—New Haven
12—Worcester	37—Dayton	62—Omaha
13—St. Paul	38—Erie	63—Rockford
14—Milwaukee	39—Sioux City	64—Waco
15—St. Louis	40—Springfield, O.	65—Jacksonville
16—Louisville	41—Cincinnati	66—Little Rock
17—Boston	42—Birmingham	67—San Antonio
18—Detroit	43—Richmond	68—South Bend
19—Philadelphia	44—Grand Rapids	69—Springfield, Ill.
20—Akron	45—Denver	70—Youngstown
21—Harrisburg	46—Seattle	71—Des Moines
22—Atlanta	47—Indianapolis	72—Scranton
23—Pittsburgh	48—Newark	73—Duluth
24—Rochester	49—Houston	74—Norfolk
25—Portland, Me.	50—Johnstown	

A CORRECTION

Through an unfortunate error Mr. H. F. Brainerd, Manager of the Hartford Office was not listed in seventh place where he belonged in the Sales Standing of Offices for March. The Harrisburg office was listed in that position incorrectly.

We regret the occurrence as Mr. Brainerd deserves all credit having made his M. A. D., for March as well as seventh position in the standing of offices. He has also made his M. A. D., for April and is one of the first ten in the Sales Standing for April, coming into ninth place.

He deserves all praise for so consistently keeping place among the leaders.

Note—Mr. L. J. Michel, Manager of the Akron Office, did not get his report in time to be listed among the January M. A. D. Although he did not repeat we are listing him among the April men.

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